

Institution: Newcastle University

Unit of Assessment: 19 Business and Management Studies

a. Context

Newcastle University Business School is committed to pursuing research of the highest quality and has long been committed to ensuring that its research, across the full spectrum of business and management disciplines, has an impact on policy and practice over a range of constituencies. In REF5 we shall elaborate further on both the quality dimension to our research and the varied themes, while in REF3a we will demonstrate how the impact case-studies described in REF3b arise from our focus on internationally-leading research across several disciplines. Finally, we will show how the School is increasingly marshalling its resources (financial, managerial and physical) and its support teams to support the generation of impactful research that has reach and significance. Three main areas can be identified in which significant and wide-ranging impact has been made:

1. Corporate Sector School research has impacted on the following areas: *(i) improved effectiveness of workplace practices:* Hicks's EU-funded ERIP (European Regions for Innovative Productivity) project (Case Study 5) has seen findings on lean manufacturing adopted by SMEs across Europe; Whitehurst's ESRC-funded work with the subsea industry has ensured it is recognised as a focus for regional innovation policy and employs innovative methods to address its skills shortages; and Scurry's work funded by the Department of Business, Innovation and Skills has fostered a better understanding of graduate recruitment in SMEs. *(ii) improvements in the regulatory environment:* Dobbs's work has been influential in helping shape the impact of wholesale price structures on telecom retail pricing by mobile network operators; and Richter's work on an ESRC-funded project has addressed gaps in understandings of how small firms internalise and respond to regulation.

2. Policy-makers School research has made important contributions to the development and implementation of policy across a wide range of government bodies at national and European level. The work of Chilton and her colleagues (Case Study 3) has been funded by grants from the Department of Transport, the Health and Safety Executive (HSE) and the Department of Environment, Food and Rural Affairs (DEFRA). The adoption by these agencies of the new method of valuing a human life developed by Chilton *et al.* represents a significant shift in government policy towards human safety in a range of settings. Dietrich's research into banking stability in Germany has contributed to the results of the Joint Economic Forecasting Group, which directly laid the basis for the federal government's budget planning. This work has also fed into the Human Development Report of the United Nations Development Programme and a report for the European Commission Directorate-General. Wildman (Case Study 6) was part of a team commissioned by the National Health Service's (NHS) Advisory Committee on Resource Allocation (ACRA) to examine the allocation of resources through Primary Care Trusts (PCTs). The formula developed in this research has been influential in ensuring greater equality in both access to healthcare and healthcare outcomes. Gorton's work (Case Study 7) has been influential in a variety of areas, including the UK government's regional food strategy (based on DEFRA-funded research) and the competitiveness of agriculture across Europe. His research has been used by both the European Commission (EC) and the Organization for Economic Cooperation and Development (OECD).

3. Public Sector and Third Sector The impact of School research has also been felt in the practices of the public sector and the community and voluntary (third) sector. The focus has been on improved delivery of service and enhanced social responsibility. In the public sector, R. Wilson and colleagues have undertaken a series of funded projects examining the human and ethical implications of data integration in health and social services (Case Study 2). Funded by the National Institute for Health Research (NIHR), Hicks has led a major project to help facilitate the introduction of lean management techniques in the NHS. Procter's work on the development of new working roles in mental health services, also funded through the NIHR, has fed into NHS deliberations on workforce development. The measurement of social value in the third sector has been advanced through the adoption of social accounting practices by a number of social

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enterprises as a direct result of the research undertaken by Gibbon (Case Study 1).

b. Approach to impact

In order to facilitate the transmission of the Business School's high-quality research, significant investment has been made to establish and maintain a supportive infrastructure. For example, the University research centre based in the Business School, KITE (Knowledge, Innovation, Technology and Enterprise) has achieved extensive impact through its activities, while ESHER (Economics of Safety, Health, Environment and Risk) has similarly been extremely proactive (see REF3b and REF5). These efforts are in turn supported by structures and policies at the level of the University, based on our vision to be a 'civic university' with a global reputation for academic excellence, knowing not only what our researchers are good at, but also what their research is good for, and thereby establishing clear values on which the School works.

At the individual level, engagement with external organisations and the impact of that engagement are taken into account in assessing cases for promotion and in the annual Performance and Development Review (PDR) process. The School encourages staff to hold external positions that enable them to engage with practice and further their production of high quality research, while simultaneously developing the impact of that research. For example, Gibbon is Trustee and Finance Director for a local community organisation and a member of the Social Audit Panel for the charity, Shared Interest; Harvey is a board member of the Community Foundation for Tyne & Wear and Northumberland; and Whitehurst is a member of the Executive Committee for a regional advocacy body, Subsea NorthEast.

Similarly, the School devotes significant financial resources to assisting individuals to achieve impact. We have an 'Impact Fund' to which research-active members of staff can make applications to both 'pump prime' relationships with, and promote research to, external organisations. There is also a staff development budget which can be used for impact-related activity. Examples of its use for the impact agenda include: a Marketing Research Camp (Heirati, Schoefer); a 'Business Value from IT' course (Ashurst); and ESRC media training (Reissner).

In structural terms, impact has been managed largely through the work of the Director of Engagement, who provides direct links with the worlds of practice, networking extensively at a regional level to feed contacts into the research groups (outlined in REF5). This person chairs the Engagement and Executive Education Committee (EEEC), which acts as a vehicle to help manage and co-ordinate the School's relationship with its external constituencies. Key senior faculty from the University also attend the group to facilitate sharing of good practice.

The School has a number of strategic relationships in addition to those developed by research groups and individual members of staff. The School's International Advisory Board (IAB) includes thirteen senior members of private, public and third sector organizations such as the Ministry of Defence, Thomson Reuters and the Security Exchanges Board of India. An example of the benefits of these School-level relationships is the link with the Reserve Bank of India, providing those colleagues (Pitsis, Muzio) who seek to make an impact with their research with opportunities to work directly with practitioners.

Helping support impact activity across the School are two teams of professional support staff. The first of these, the Research and Engagement Team, is headed by a Research Administrator who has overall responsibility in this area. Dedicated support on the engagement side is provided by a Research and Engagement Coordinator, Alumni Relations Manager, and Conference and Events Coordinator.

Significant School resource is also devoted to two particular areas: (i) *Media relations*: Public communication of research findings is seen as an important part of the engagement necessary to facilitate impact. The Marketing and Communications Team, led by the Head of Marketing and Communications and containing the Communications Manager and Communications Assistant, has developed effective communication channels to publicise the implications arising from

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research projects and opportunities in the worlds of practice. In 2012 over 80 appearances on television, radio or in newspapers were recorded by members of the School. The School's Communication Team runs a regular media training course, providing academic staff with the expertise to talk to media outlets about their research. Additional media opportunities and training opportunities are provided at the University level, where Business School staff are able to register their areas of expertise. (ii) *Events management*: The School's move to a bespoke new building in the centre of Newcastle has provided it with the ideal site for holding a wide range of externally focussed events in a first-class conference venue. Over eighty events were held there in 2012, attended by almost 3,000 people, providing the opportunity for members of the School to interact with practitioner and public audiences. An excellent example of this interaction has been the development of a close relationship with Benfield Motors, the region's largest car dealer with whom we are collaborating on a KTP and contributing to their work on a variety of levels.

The Business School operates in an internal Faculty and University environment that is also highly supportive of impact-focussed research. The Faculty of Humanities and Social Sciences (HaSS) supports impact activities through: (i) funding impact case study work; (ii) financial support for inter- and intra-faculty research groups and networks such as Finance and Financial Law, in which Sollis has taken a prominent role; (iii) a Faculty Research Fund, which makes grants to individual staff members of up to £4K; (iv) a Faculty Research Funding Development Manager, who advises on pathways to impact and on sharing best practice in grant applications; (v) a Business Development team to support knowledge exchange activities; and (vi) a Conference Funding Programme, which can provide up to £2K to underwrite the costs of impact-related conferences.

At the University level the concern for research impact is manifest in the University's 'Societal Challenge' themes, each identified and led by one of the University's three faculties. The theme focused upon by the HaSS Faculty is Social Renewal, resulting in the establishment and funding of a University-level research institute, the Institute for Social Renewal. Researchers in the Business School have played an important contributory role in the development of the Institute. For example, Whitehurst is leading one of its nine themes, Enterprise in Society. School research has also contributed to the two other themes (Ageing and Sustainability), in particular through the work of Wildman and Chilton.

c. Strategy and plans

Our principal aim is to conduct research of the highest quality, as a direct result of which we can make an impact on the worlds of practice. At the same time, of course, the commitment to impact is something that can be both widened and deepened. The challenge is to embed or 'mainstream' impact considerations into all aspects of the Business School's research, providing even greater focus to our strategy and plans. For example, the Director of Engagement has been allocated specific KPIs associated with pursuing the impact agenda and generating impact case-studies. Similarly, the research groups (see REF5) are also given KPIs that link research projects with impact, ensuring that the research and impact agendas are harmonised.

Part of this involves a refinement of our processes of individual research management and development. This has involved incorporating impact into a part of the individual PDR process and making impact more central to recruitment and promotion decisions. More recently, we have invested in a new post entitled Director of Impact, who works with the Deputy Director and the Research and Knowledge Exchange Committee to ensure that the research groups effectively achieve impact from their research. The Director of Impact also sits on the EEEEC, providing a bridge between the School's research and the worlds of practice. Another investment is a Business Development Manager, who has been appointed to build even stronger links with the worlds of practice, nationally and internationally, working with the EEEEC. While this person focuses mostly on executive education activities, it has also been possible to link School research expertise with practitioners.

Similarly, we have recently established a North American Advisory Board as a sub-committee of the IAB, bringing together University alumni to discuss how Business School research can be

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publicised in the world's largest economy. A similar operation is also being created in India, while plans to extend this model to other continents are also being formulated. Arising directly from the links generated by the IAB is an emerging relationship with the Mahindra Foundation, with colleagues (Pitsis, Muzio, McKinlay) contributing their innovation and human resource management research to internal development programmes.

As a result of these refinements, it is now possible to pursue more ambitious impact targets, including: extending the teams headed by the Directors of both Impact and Engagement; deepening engagement with the University's Societal Challenge themes; broadening our links internationally, leveraging our extensive alumni network as a means of capturing impact opportunities; further developing our media and communications strategy; establishing impact-focussed research seminars or away days; improving the measurement and recording of impact; making greater use of the experience of and links with the School's IAB and other external partners; and developing administrative staff who assist with mechanisms for collating and recording evidence of impact.

As a direct result of this strategic planning and the increased investment in impact-related structures, the School is already formulating a range of embryonic case-studies that will take more palpable shape over the next two years. For example, with funding from the ESRC, Harvey's work on corporate philanthropy, together with his direct involvement in the Community Foundation, will contribute to changes in the way in which philanthropic donations are made. The work with Benfield Motors will also deliver impact, alongside the work that Ashurst, Pitsis and Papagiannidis are doing on the Local Enterprise Partnership's innovation agenda.

d. Relationship to case studies

The impact case studies presented in Section 3(b) of this submission illustrate four dimensions of our impact work: (i) that a high level of intrinsic quality in research is entirely compatible with a high degree of impact on policy and practice; (ii) that the idea of research with impact is of longstanding influence in the Business School, as well as in the University of which it forms a part; (iii) that research capable of delivering impact exists across the range of disciplines that make up the School environment; and, correspondingly, (iv) that the impact can be in a variety of forms and in a variety of settings.

(i) Quality of Research The research upon which our case studies are based generally exceeds the minimum quality threshold requirement, and in most cases represents part of a broader portfolio of highly regarded academic work. As Sections 2 and 5 of this UoA submission demonstrate, Wildman, for example, is an internationally respected figure in the area of health economics, while Gorton is equally distinguished in the area of agricultural and food marketing.

(ii) Longstanding Nature of Research Our case studies illustrate that research with a purpose is something that is of longstanding in the School and its predecessor departments at Newcastle University. In ESHER (see REF5) Chilton and her colleagues extend and build explicitly on work carried out by Mike Jones-Lee and others at Newcastle in the 1970s and 1980s.

(iii) Range of Disciplines and Impacts While KITE is well represented in REF3b, the case studies show the range of Business School disciplines in which research with impact is actively pursued. The cases are drawn from information systems (R. Wilson), marketing (Gorton), social accounting (Gibbon) and economics (Chilton, Wildman). Corresponding to this, we can observe impact in regional business practice (Gibbon), public sector practice (R. Wilson), national-level policy (Chilton, Wildman) and supra-national policy (Gorton).

(iv) Range of beneficiaries. In addition, the beneficiaries of our impact work are diverse, from private business (including SMEs and major international operations) (Hicks, Gorton) to public sector (Hicks, R. Wilson, Wildman) and third sector activities (Gibbon, R. Wilson), as well as policy-makers (Chilton) and universities (Charles).